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PROGRAMME PLANNING

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR TUNISIA*

Programme period	Actual resources programmed	$
1992-1996	IPF for 1992-1996	7 978 000
	Other resources programmes	3 000 000
	Total	10 978 000

CONTENTS

		Paragraphs	Page
I.	DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES	1 - 23	2
	A. Current economic trends	1 - 6	2
	B. National development strategies	7 - 17	3
	C. Technical cooperation priorities	18 - 23	5
II.	THE COUNTRY PROGRAMME	24 - 67	6
	A. Assessment of current country programme	24 - 25	6
	B. New programme proposal	26 - 67	7
Annex.	Financial summary		18

* Detailed listings of projects and other related data prepared as part of the country programming exercise are available on request. These listings include: (a) ongoing projects; (b) proposed projects; (c) distribution of resources by objective; (d) planned activities of operational funds and programmes under the authority of the Administrator; (e) distribution of new country programmes by sector.

READEX FICHE

I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. Tunisia adopted and has since late 1986 been implementing a major structural adjustment programme to deal with economic and financial difficulties, stabilize and revive the economy, and establish conditions for the resumption of growth, investment and job creation. The assessment of the current situation and socio-economic trends is based on the accomplishment of this programme and the actual or expected outcome of its first four years in effect.

1. Main economic indicators

2. In general, despite the difficult economic conditions, the results recorded have on the whole been satisfactory, both in terms of growth, investment and job creation and in terms of the balance of domestic and external accounts.

3. Two distinct stages, however, marked the start of the structural adjustment programme: the first, covering the years 1987-1988, ended with a substantial improvement in current payments and in public finances but without a significant revival of growth and investment. The second, covering the years 1989-1990, witnessed instead a vigorous surge in the latter two aggregates, making it possible to catch up on the first two years' lag, against a background of financial imbalances that are now more acute, to be sure, but still tolerable.

4. These results are especially impressive in that they were recorded during a period of severe drought that caused an appreciable decline in agricultural production and a greater reliance on food imports.

5. The latest assessments set the average growth of the gross domestic product (GDP) over the period 1987-1990 at 4 per cent annually, the investment level at 21 per cent of GDP and the creation of jobs at an average of 42,000 per year. The current and budget deficits have also been brought down to an average, respectively, of 2.1 per cent of the gross national product (GNP) and 3.5 per cent of GDP, as against 8.1 per cent and 5.1 per cent in 1986. At the same time, the debt parameters have improved markedly, with the rate of indebtedness down to 52 per cent of GNP in 1990 as against 60 per cent in 1986, and the debt servicing down to 22 per cent of current revenue in 1990 as against 28 per cent in 1986.

2. The social dimension

6. During the three years in which the adjustment programme has been in effect, unemployment has increased slightly, from 270,000 to 317,000 unfilled job applications between 1987 and 1989, bringing unemployment to 15 per cent of the working population. Generally speaking, the impact of the adjustment measures on wage earners, especially those in the low-income category, is under control and is being held within acceptable limits.

B. National development strategies

7. The whole issue that demands solution is how to pursue the recovery and restructuring effort while at the same time promoting investment, growth, employment and social advancement. The eighth development plan, which will cover the period 1992-1996 - the same period covered by the fifth country programme - will focus on resolving the recovery/growth equation. The development objectives, strategies and policies of the next plan are thus an outgrowth of the current plan and of the ongoing adjustment effort.

1. Development objectives

8. In the course of its eighth plan, Tunisia will have to address three major concerns:

(a) First, it must pursue the economic recovery and structural reform effort;

(b) It must then ensure adequate economic growth;

(c) It must undertake concerted efforts to make development more widespread;

(d) It must consider the human dimension of development and ensure a better utilization of the available human capital.

9. The main objectives of the eighth plan, arising out of these major concerns, are the following:

(a) To revive, liberalize and reform the structures of the economy while at the same time carrying forward social and administrative reforms;

(b) To ensure the balance of domestic and external accounts;

(c) To increase agricultural and food production;

(d) To improve performance and competitiveness in the industrial sector;

(e) To achieve full employment;

(f) To promote human capital and ensure social advancement;

(g) To promote the development of disadvantaged regions;

(h) To reconcile the requirements of economic growth with the imperative need to protect the environment.

2. Outline for development

10. In order to achieve these objectives, the Government's agreed outline for development forecasts that production growth will be substantial enough to allow it to reconcile the imperative need to create as many jobs as possible with that of keeping the budget deficit and the imbalance of external payments within tolerable limits. Increased growth requires an appreciable increase in investment and a more careful distribution of such investment among the various sectors, if the economy is to function at peak efficiency. Consequently, a large part of the investments will be directed towards export activities, and the private sector's share in such investment will expand.

3. Overall priorities

Human resources

11. The outline for development agreed upon by the Government and the uncertain international situation leave no choice but to rely still more on the human potential that the country possesses. Its human resources, armed with a considerable store of technical knowledge (the literacy rate being 62 per cent and the school enrolment rate being 98 per cent), are, in fact, Tunisia's most valuable asset.

12. The eighth plan will thus help to buttress the nation's educational and training effort and improve the effectiveness of education and training, in order to equip as many young people as possible with the skills needed for their integration into economic life.

Environment and natural resources

13. The degradation of the environment in Tunisia (owing particularly to industrial development, urban expansion and unpredictable natural occurrences) is becoming increasingly widespread and threatens to compromise the development objectives, if not to destroy the country's productive potential. It is acknowledged today that, far from being contradictory, the imperatives of development and the need to protect the environment can be reconciled, as part of a holistic approach that integrates all aspects of development.

4. Sectoral priorities

Agriculture

14. The factors that act as impediments to the agricultural sector (drought, erosion, land that is for the most part arid, a peasant class used to receiving State assistance, etc.) will lead the authorities to pursue a comprehensive agricultural development strategy aimed essentially at three goals: food security, modernization of the means of production, and restructuring/revival of the sector. The chief means to be used in achieving these goals are: preserving natural

resources; promoting the advancement of the rural population; providing incentives to the private sector; and strengthening the conceptualization, management and popularization capabilities of government and community organizations.

Industry

15. One of the major problems besetting Tunisian industry has to do with the low level of integration and competitiveness. This shows in the poor capacity of enterprises to develop themselves and to master technologies.

16. To remedy the situation, the Government has formulated an overall, long-term strategy, which it has begun to put into effect in the current plan and will pursue in future years. This strategy, to be refined through the sectoral strategy studies that have just started, will hinge on the areas in which the country is comparatively strong. It will begin with the general structural adjustment policy, which combines the goal of liberalizing imports, prices and investments with the requirements of both growth and unemployment.

5. Investment costs and external financing

17. Current research indicates that the total volume of investments for the next five years should be around 20 to 22 billion dinars, almost 17 per cent of which would be allocated to the agricultural sector and 25 per cent to the industrial sector. About 18 per cent of all investment would be financed through external loans and cost-sharing, the balance to be covered through the nation's own efforts.

C. Technical cooperation priorities

1. Identification of needs

18. The programme's orientation and the identification of technical cooperation needs have been based on an analysis of existing information concerning the national development strategy and priorities for the five-year period 1992-1996. Certain sectoral and thematic reports and studies carried out by donors have also been helpful in the preparation of the programme. The mid-term review of the current programme, the review of that programme's impact and the general documents supplied by UNDP headquarters for the preparation of the fifth country programme have provided important additional sources of information and guidelines.

19. Furthermore, the studies carried out by national consultants in accordance with the recommendations of the mid-term review have helped to better define the problem of development in some priority social and economic sectors.

20. These studies have dealt with the technical cooperation system in Tunisia, the current and prospective human resources situation, use of national expertise, transfer and development of technology, integration of the environment into the development outlines, participatory development, role of women in development and technical cooperation needs in the agricultural and industrial sectors.

21. Lastly, the consultation process instituted, in accordance with the Government's wish, with certain United Nations agencies on the basis of areas of concentration, has contributed to a fuller consideration of the programme content. The UNDP consultative note, the fundamental stage in the preparation of the present programme, was based on all these sources of information and guidelines.

2. Nature of technical cooperation priorities and criteria used in determining such priorities

22. The programming exercise has demonstrated that Tunisia's technical cooperation needs remain substantial. However, these needs have changed over the years, concurrently with the development of Tunisia's human resources, national expertise and institutional capacities. For the 1992-1996 cycle, technical cooperation will be reserved exclusively for projects involving the transfer of knowledge and know-how in specialized areas.

23. Because of the changing nature of needs precise criteria have had to be worked out to determine the policies and priorities of the fifth country programme. These criteria are as follows:

(a) Need to focus on a limited number of areas corresponding to the national development priorities;

(b) Consideration of the comparative advantages of UNDP technical cooperation and the opportunities it provides for the achievement of sustainable and lasting national human development;

(c) Transient nature of technical cooperation within a sector or institution;

(d) Need to use indicative planning figures (IPF) and the country programme as a catalyst and tool for mobilizing and as a framework for programming broader technical cooperation in order the better to meet Tunisia's needs;

(e) Consideration of technical cooperation possibilities offered by other donors;

(f) Preparation of the country programme has also taken into account the decisions and policies of the UNDP Governing Council, specifically decision 90/34 of 23 June 1990.

II. THE COUNTRY PROGRAMME

A. Assessment of current country programme

1. Financial aspects

24. The current programme is characterized by a high level of commitments and a high level of actual utilization of funds. The Government has mobilized $900,000 for purposes of cost-sharing.

2. Impact and effectiveness

25. The mid-term review of the fourth country programme demonstrated that there had been no differences between the overall objectives and policies of the programme and those initially set by the Government. Furthermore, while emphasizing the appreciable results obtained by the programme and its usefulness in terms of lasting development, the review also identified the programme's shortcomings. They were: insufficient integration of technical cooperation into the planning process, programme activities that were relatively scattered and modest size of funds provided in terms of co-financing. The impact study confirmed these conclusions. In fact, the technical cooperation between Tunisia and UNDP is deemed very positive, both by the direct beneficiaries and the Tunisian authorities involved in the programme's design and implementation and by the UNDP office in Tunis.

B. New programme proposal

1. Development objectives

26. The fifth country programme is designed to contribute to the achievement of the following priority development objectives which have been selected from the national development objectives:

(a) Restructuring, liberalization and development of the economy in order to improve its performance and competitiveness;

(b) Increase of agricultural and food production;

(c) Promotion of development in a manner consistent with the need to preserve the environment;

(d) Consideration of the social aspects of development.

27. The programme will support the Government's efforts to promote the country's human resources by encouraging initiative and by developing the creative spirit while ensuring the highest degree of well-being. The Government's policy in this area could usefully be enriched by advice from the UNDP division dealing with human development.

2. New programme proposal

28. It has been jointly agreed that the activities carried out under the fourth country programme (1987-1991) would be completed in accordance with the plans of operations drawn up in the context of the programme. This means that it will be possible to launch an entirely new programme geared to the above-mentioned development objectives.

3. Areas of concentration

29. In order to contribute to the achievement of the above-mentioned objectives, the programme will focus on the following areas:

(a) Development of agricultural production (35 per cent of programmable resources, for information only);

(b) Support for the industrial and commercial adjustment programme (30 per cent);

(c) Environmental protection (20 per cent);

(d) Support for social policies and public service reforms (15 per cent).

30. The reasons for choosing these areas are as follows:

(a) Conformity with overall and sectoral national priorities, with changing needs and with the criteria selected for programme design;

(b) Consistency of the proposed areas with the programme's development objectives and link between the areas selected and the objectives to be achieved;

(c) Recommendations of the sectoral and thematic studies carried out;

(d) Favourable context for the achievement of a satisfactory impact in the proposed areas;

(e) Need to ensure complementarity between country programme activities and available bilateral and multilateral cooperation;

(f) Desire to integrate the country programme with the programmes of other United Nations agencies, particularly those of the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the regular programmes of the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO) and to identify possibilities of interconnection with regional UNDP projects of which Tunisia will be a beneficiary.

31. The activities which the Government plans to entrust to UNDP in these areas of concentration should contribute to the achievement of the objectives specified above and also of the ultimate goal of technical cooperation, namely, development of human resources and strengthening of institutional capacities, thereby creating a favourable context for self-sustained and lasting development.

4. Special themes

32. The specific themes proposed by the Governing Council in decision 90/34 will be used as far as possible as a frame of reference for activities in each area of concentration of the programme. Thus emphasis will be placed on the following areas.

Advancement of women

33. This theme will naturally find its place in the programme at all levels of design, formulation and execution of specific programmes and projects. Greater attention will be given to women in the disadvantaged classes. The Government would like to cooperate closely in this area with the Division for Women in Development of UNDP.

Utilization of technology

34. This is a specific theme in the industrial sector which has been selected and will also be an underlying theme in the agricultural and environment sectors.

Poverty alleviation

35. Grass-roots development, community participation, role of non-governmental organizations (NGOs) and the advancement of young people will be taken into account and reflected in the priority sectors chosen, inter alia, in the environment and agriculture sectors. In those areas, the Government is relying, inter alia, on the active participation of the UNDP Division for Non-Governmental Organizations to help it develop specific activities in this important dimension of development.

Technical cooperation among developing countries (TCDC)

36. TCDC will be continued and strengthened and will be made more imaginative by planning activities that include, in addition to the exchange of expertise and experience, activities in the field of training, complementarity and regional integration. In this way, particular attention will be given to the programme to strengthen Maghreb cooperation within the framework of the Arab Maghreb Union (UMA). This cooperation is designed to bring about gradual economic integration. Until such integration is achieved, the Union, as a group, will be better able to promote its interests with its partners, especially those in the European Economic Community, and will be in a position to strengthen cooperation with the Community particularly in view of the establishment of a single European market in 1992.

37. Accordingly, systematic and expanded use of the UNDP regional programme for Arab States and Europe should be planned in a coordinated and rational manner in order to support the economic integration efforts of the member countries of UMA and establish functional and effective links with the UNDP regional programme both in terms of the objectives of individual country programmes as well as the sectors on which those programmes focus.

Environment

38. Although an area of concentration within the cooperation programme, the environment represents a horizontal concern throughout the programme.

Management development

39. This will also constitute a decisive factor in determining the activities to be carried out under the programme as a whole. Furthermore, the Government intends to include in this area two themes which are of very special importance at the national level, namely:

(a) Promotion of the private sector: the Government is counting on UNDP to activate and strengthen the role of this sector in the development process and create a favourable environment for the sector, which is common to all areas of concentration. The contribution requested of UNDP will be in the form of advisory and training services in the field of management as well as technical cooperation support through United Nations International Short-term Advisory Resources (UNISTAR) and other sources. In addition, the UNDP Division for Private Sector in Development has been requested to provide the Government with a series of standard models for approaches and methodologies in priority fields such as privatization, development of a financial market and promoting investments in the sector of small- and medium-sized enterprises.

(b) Promotion of pre-investment activities: specific studies such as feasibility studies and studies of socio-economic usefulness, marketing and so forth will figure prominently among the project activities.

5. Technical cooperation needs according to area of concentration

Development of agricultural production

Constraints in the field of know-how impeding the development of this sector

40. Constraints regarding know-how in the agricultural sector are connected with a need to increase and diversify production, which depends on the judicious use and conservation of natural resources (arable land, pasture-land, forests, water), the exploitation of under-utilized potential, such as vast coastal resources; and providing appropriate assistance to farmers, particularly those with small- and medium-sized holdings, through loans and training in techniques relating to production, marketing, management, procurement of inputs and organization.

41. More prudent use of resources and existing potential and diversified assistance to farmers require the acquisition of knowledge in these various fields and greater technical and human capacities both in the training structures and on the farms.

Technical cooperation needs

42. Constraints in the field of know-how result from technical cooperation needs, the identification of which took account of existing capacities and skills. The required technical cooperation is designed to help achieve the following objectives:

(a) Increasing investments and attracting promoters to agricultural and fishing activities;

(b) Developing crops and products to achieve self-reliance in food and for export;

(c) Conservation of natural agricultural resources and drought control;

(d) Improving the living standard of the rural population.

Expected role of UNDP

43. The Government is counting on cooperation with UNDP in order to strengthen the technical capacities of public and private operators with regard to:

(a) Increasing agricultural production and exports by improving productivity: training farmers and promoting the use of production, management and marketing techniques; establishing management pilot centres; and setting up groups of management advisers in the regional agricultural development departments;

(b) Water and soil conservation: the knowledge and know-how required in this field can be provided by continuing desertification and erosion control, carrying out soil-desalinization measures, rehabilitating and improving pasture-land, protecting agricultural land, ensuring flood control and increasing the population's awareness of and participation in activities to preserve the natural heritage;

(c) Exploitation of fishing resources: training in fish breeding techniques, promoting investments, conducting surveys of fishing areas, and research and development;

(d) Management and development of water resources: support for regional and local master plans concerning water, measures to prevent eutrofication of dams, aquifer enrichment, techniques for the construction of hillside lakes, and training in equipment and infrastructure maintenance.

Expected results

44. The following results are expected:

(a) The institutional and personnel capacities of the Ministry of Agriculture and national and regional organizations will be strengthened with regard to policy formulation, programme and project management, understanding of problems that arise, and evaluation, monitoring and surveys. The circulation of information among the various services will be improved.

(b) At the field level, technical cooperation will make it possible to train personnel and technicians, increase the knowledge of farmers and fishermen, and promote the participation of the population in activities to protect the natural environment. These results will consolidate the progress achieved through UNDP national and regional projects carried out earlier under the national programmes.

(c) This will have a positive impact on the living standard and quality of life of rural population groups and on the rational management and exploitation of natural resources.

Support for the industrial and trade adjustment programme

45. The industry/trade area of concentration is fully in keeping with the general context of the objectives of economic liberalization, privatization, increased productivity and, lastly, the desired economic growth.

Constraints with regard to know-how

46. Achieving the objectives of liberalization and restructuring demonstrated the need to strengthen the strategic management of the adjustment programme first by promoting enterprises and enhancing the socio-economic environment in which they develop. At this stage, technical training in enterprises, the level of staff competence, management techniques and absorption of technology, as demonstrated by various indicators (number of engineers, level of research and development), are clearly lacking and are unable to meet effectively the demands of competitiveness.

Technical cooperation needs

47. There is a need for extensive support in know-how which technical cooperation with UNDP could help to provide and which will be determined on the basis of the following objectives:

(a) Restructuring and establishing conditions of efficiency and competitiveness in enterprises;

(b) Improving the possibilities for industrial exports;

(c) Expanding investment and employment possibilities;

(d) Increasing, diversifying and upgrading production;

(e) Bringing about technological change in enterprises.

Expected role of UNDP

48. The Government would like UNDP support in its efforts to achieve the aforementioned objectives, particularly in the following areas:

(a) Enhancing the capacity to conduct surveys, particularly for the rehabilitation and conversion of enterprises, and the formulation of development strategies for key sub-sectors and areas for future efforts;

(b) Increasing the competitiveness of small- and medium-sized industries: techniques to improve product quality, modern means and methods of management and organization of work, and marketing;

(c) Improving the industrial information system for promoters and heads of enterprises: techniques for collecting and analysing data on project schemes, market conditions, alternative technologies, and possibilities of procuring supplies;

(d) Promotion and absorption of technology: technical cooperation may be used in order to make technological investments and set up a national policy concerning technology;

(e) Personnel training and qualifications: the programme will help meet this need through a thorough upgrading of human resources in industry including all operators at the various sector levels: management personnel, technicians in specialized centres, engineers, heads of enterprises and workers.

Expected results

49. As part of the vast structural adjustment programme in the industrial sector, which receives considerable financial support from numerous providers of funds, this technical cooperation programme will make it possible to consolidate progress made within the framework of the programme, strengthen the Government's capacity to manage the programme carefully and on a long-term basis by preventing as far as possible an adverse impact on investments and employment and ensuring the continuity which is essential for the programme's success.

50. The enterprises which will be the main recipients of technical cooperation will be better able to adapt to the constraints resulting from adjustment.

51. By focusing its activities on training, the programme will make it possible to promote the human factor in enterprises, which is essential in order to achieve results in the transfer of technology and increasing product quality and diversification.

Environmental protection

Sectoral constraints

52. Environmental degradation is becoming increasingly widespread and has now reached a critical level. This calls for large-scale intervention by the authorities and the mobilization of human, material and financial resources to stop the degradation. The principal problems at the present time relate to industrial pollution, deterioration of the natural environment and degradation of the urban environment. These alarming conditions necessitate a determined policy that is commensurate with the seriousness of the problems, as well as a multidisciplinary approach to the development of adequate solutions.

53. Because of constraints related to the insufficient capacities of the structures concerned, the inadequacies identified in the country's legislation, the lack of coordination among the various agencies, the precariousness of some of the techniques used in environmental protection and the fact that the population is not

yet fully sensitive to the issue, solutions to environmental problems call for appropriate technical cooperation inputs.

Technical cooperation needs

54. Through the technical cooperation programme with UNDP, the Government intends to pursue three objectives:

(a) To strengthen the capacity of decision-makers to better comprehend environmental problems and to strike a balance between growth and environmental concerns;

(b) To strengthen the technical efficiency of polluters so as to combat pollution;

(c) To increase the population's awareness of the need to safeguard the environment.

Role expected of UNDP

55. UNDP is requested to support the Government in:

(a) Strengthening of environmental protection legislation and improving coordination and management of environmental protection activities;

(b) Strengthening of the urban sanitation programme through the development of the research capacities of the institutions concerned, sanitation techniques in small communities and pilot purification projects;

(c) Activities to combat industrial pollution: research on procedures and initiatives aimed at polluting industries to popularize recovery techniques and demonstrate cleaner technologies;

(d) Protection of sensitive areas: management and study of the development of natural parks, and protection of the coastline, archaeological sites and cultural heritage;

(e) Strengthening of NGO activities, participatory development and public awareness: the programme will help improve the standard of living and preserve the environment of the target populations, inter alia, by raising their income, protecting water points, providing sanitation services, introducing agricultural techniques, etc.

Expected results

56. The human, technical and institutional capacities of the structures responsible for defining and implementing environmental protection policies will be strengthened. Polluters and much of the population of urban and rural areas will be informed and educated on environmental issues. Environmental protection legislation will also be strengthened.

57. Finally, UNDP intervention in this sector is expected to facilitate the formulation of a strategy, based on the causal relationship between environment and development (environment and economic progress, environment and poverty, etc.), which aims at optimizing governmental action in this area, having regard to national, regional and international efforts to preserve and improve the environment, such as the national action plan for the environment, the Mediterranean Action Plan, the Barcelona Convention, the Hague Convention and the Montreal Protocol.

Support for social policies and public service reforms

Constraints in the area of know-how

58. The programme of technical cooperation in this area of concentration will support the intensification and broadening of the Government's current efforts to reform the institutional and social framework.

59. Implementation of social policies and public service reforms requires a thorough knowledge of the problems to be faced, of the factors contributing to inertia and of the bottlenecks which prevent the effective mobilization of all available human and institutional capabilities in the service of development.

60. However, the national structures responsible for designing and implementing these policies and reforms do not as yet have the necessary capacity to understand the problems correctly, to devise adequate solutions and to see to the application of the policies established, in accordance with the general objectives of promoting private initiative, developing human resources and simplifying procedures and formalities.

Technical cooperation needs

61. Technical cooperation can help to remedy these deficiencies. It is expected to support the Government's efforts to:

(a) Bring about the adaptation of the State's role in the new context of liberalization and economic efficiency;

(b) Enhance the administration's ability to respond to the requirements of the country's economic and social development;

(c) Improve the quality of the Government benefits provided to citizens;

(d) Enhance the efficiency of public service management;

(e) Make better use of the country's human potential.

Expected role of UNDP

62. Considering the country's insufficient know-how and the objectives to be attained, cooperation with UNDP in this area of concentration will focus on the following activities:

(a) Support for public service reforms: intensification and monitoring of activities undertaken with the support of the Management Development Programme and relating to decentralization, structural reorganization, improvements in the training system for civil servants and restructuring of public corporations;

(b) Support for social policies: restructuring of the vocational training and employment promotion system, integration of women into development, reinforcement of the poverty alleviation programme and social advancement of disadvantaged segments of the population;

(c) Better utilization of national expertise both within and outside the country and strengthening of the exchange of expertise with developing countries through TCDC and Transfer of Knowledge Through Expatriate Nationals (TOKTEN).

Expected results

63. The programme will provide a means of consolidating the progress achieved in various areas through the efforts of the country itself and through inputs from international cooperation, including that of UNDP (particularly in the area of public administration, through the Management Development Programme). Moreover, the functioning of the national administration's services is expected to improve, as are the relations between the administration and the citizens. The participation of young people, women and disadvantaged segments of society in production sectors will also be enhanced. Finally, national expertise will be developed and used more systematically in the context of both the national development effort and the strengthening of cooperation between Tunisia and developing countries.

6. Modalities of execution

64. National execution of projects, and particularly execution by the Government, will be strengthened in the context of this programme, inter alia through efforts to involve NGOs to the greatest extent possible. Moreover, the Government and UNDP will consider appropriate measures to ensure national execution which is full and complete at the operational level. The technical expertise of United Nations agencies will also be called upon in the implementation of the programme.

65. There will be increased reliance on national expertise, and use of external expertise will be confined to short consultations. Efforts will be made to diversify the sources of consultants (United Nations agencies, TCDC, NGOs, UNISTAR, TOKTEN, etc.). In addition, the Government requests the assistance of UNDP in establishing links with technological and developmental centres of excellence in all four areas of concentration.

7. Mobilization of additional funds

66. The IPF resources alone cannot cover all the technical cooperation needs of the fifth country programme. Additional resources must therefore be mobilized, inter alia through the sharing of project costs by third parties and by the Government itself. In this regard, the Government undertakes, with the support of UNDP, to mobilize substantial funds in order to broaden the programme's financial base. Co-financing through loans to be contracted by Tunisia with certain multilateral organizations will be a priority. The possibility of co-financing from the budgets of the technical departments concerned will be examined on a case-by-case basis. Efforts will also be directed towards bilateral donors, particularly those engaging in substantial programmes of cooperation in Tunisia.

67. For this purpose, it has been decided that an indicative amount of $3 million in supplementary funding should be mobilized so that the programme for Tunisia will have on hand a critical mass allowing it to maximize its impact. Other central UNDP funds and mechanisms, such as Special Programme Resources (SPR), the United Nations Development Fund for Women (UNIFEM), the Management Development Programme and the UNDP/NGO Partners in Development Programme, will also be systematically drawn upon.

8. Arrangements for coordination

68. The country programme will serve as an instrument with which the Government can strengthen its coordination of external technical cooperation assistance. In this context, the programme will serve as a coordination centre for the operational activities of the United Nations system in Tunisia. More specifically, it will facilitate the establishment of integration and complementarity links in the areas of women and the environment, inter alia with the United Nations Population Fund (UNFPA) and WFP, which are planning major activities in these areas.

Annex

FINANCIAL SUMMARY

	$	$
I. ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING		
A. UNDP-administered sources		
Fourth cycle IPF balance	-	
Fifth cycle IPF	7 978 000	
Subtotal IPF		7 978 000
Special Measures Fund for Least Developed Countries	-	
Special programme resources	-	
Government cost-sharing	3 000 000	
Third-party cost-sharing	-	
Operational funds under the authority of the Administrator	-	
UNDP special trust funds	-	
Subtotal, UNDP non-IPF funds		3 000 000
B. Other sources		
Funds from other United Nations agencies or organizations firmly committed as a result of the country programme exercise	-	
Parallel financing from non-United Nations sources	-	
Subtotal, other sources		-
TOTAL ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING		10 978 000